
Best Practice Analysis

Presented by:
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Business Engineering Team

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Best Practice Analysis

- Community Partnering
- Procurement Innovation
- HR Hiring



Best Practice Analysis

- Community Partnering
 - Research and Findings
 - Potential Savings
 - Legislation Issues
 - Recommendations



Community Partnering

Purpose: Research community partnering initiatives within DoD for information sharing and potential USMC adaptation

Context: Partnering with local communities is an innovative way that some DoD installations are finding alternate sources for non-core functions

Research: Included Marine Corps, Navy, Air Force, Army/ City of Monterey

Impact: Ability to find alternate sources for non-core functions and return Marines to the field; potential cost savings; continued relationship with and support of local communities



Community Partnering: *Research and Findings*

Brooks Air Force Base “city-base”

- Base Efficiency Project (1999) demonstration
 - Legislation passed by Congress in October 1999 authorizing Brooks to conduct demonstration project
 - Purpose: *“evaluate and demonstrate methods for more efficient operation of military installations through improved capital asset management and greater reliance on the public and private sectors for less costly base support services”*
- Brooks Development Authority (BDA) developed
 - Property owner and manager
 - Board members appointed by San Antonio City Council



Community Partnering: *Research and Findings*

Brooks Air Force Base “city-base”, cont’d

- Base land, facilities and utilities conveyed to city
 - 1,310 acres of land and all facilities transferred to BDA
 - All facilities and land with Brooks city-base leased backed from BDA
 - San Antonio Police and Fire Department service Brooks
- Military housing conveyed to BDA
- BDA hired local contractor to handle facilities operations and maintenance (common area maintenance pro rated)
- Security contracted with local, private company



Community Partnering: *Research and Findings*

Brooks Air Force Base “city-base”, cont’d

- Developed lessons learned report
- Gaining interest from other services

POC:

- Phil Star, Brooks city-base project office
- DSN: 240-2682
- E-mail: Phil.Starr@brooks.af.mil



Community Partnering: *Research and Findings*

Naval Postgraduate School (NPS) **Potential** Initiatives

- Provide housing for instructors at a reasonable cost
 - Cost will be dependent on pay rate of instructor (lease versus own house, not land)
 - Land to be conveyed to City of Seaside as part of Fort Ord BRAC (1995)
- Community Land Trust (CLT)
 - “establish and manage workforce housing initiative and subsequent development”
 - Non-profit and non-government affiliated
 - Defense Logistics Institute, NPS, and City of Seaside will be partners and members of CLT



Community Partnering: *Research and Findings*

Naval Postgraduate School (NPS) **Potential** Initiatives, cont'd

- Sailing club boats maintained and operated by non-profit local contractor (ownership remains with NPS)
 - Boats available for military at designated times at military rates
 - Boats available for civilians/public at all other times
- Golf course maintained and operated by local contractor
 - May involve relocating RV park to more prime location
 - Military rates will remain for military
 - Civilian/public will be able to use golf course for a fee as well
- *POC info available upon request*



Community Partnering: *Research and Findings*

Marine Corps Installations (sample)

- Veterinary services provided to housing residents on a recurring basis (for a fee)
- US Post Office located on base for convenience of residents and employees
- Agreements with local fire and police departments to share jurisdiction and/or support
- Allowing local universities to use classrooms in the evening to teach courses



Community Partnering: *Research and Findings*

Marine Corps Installations, cont'd

- Allowing local law enforcement to train on-base at approved times and locations
- Sharing local off-base training facilities for fire departments (for a pre-determined fee) - **potential**
- Runway used by both the installation and the local/regional airport
- Agreements with state/county environmental personnel
- Sharing recreational facilities (golf courses, baseball fields, etc.)



Community Partnering: *Research and Findings*

National Association of Installation Developers (NAID)

- Established for past 25 years
- Purpose
 - Assist communities affected by BRAC
 - Help active installations realize new economic development
- Networking opportunities
 - Two conferences a year
 - On-line access to resource center and contacts
- Membership cost: \$150
- <http://www.naid.org>



Community Partnering: *Potential Savings*

- Brooks “city-base”
 - **\$5M** savings in first full year since conveyance
 - **\$9M** in annual savings forecasted by 2006
 - **33%** reduction in costs when implemented with reengineering efforts
- NPS
 - CLT will lower cost of average home by **50%** for resident
 - Potential golf course contractor provide services for Herman Hall as lease in kind payment
- Marine Corps Installation
 - Cost/Savings varies depending on services
 - Large benefit from convenience to Marines and their families



Community Partnering: *Legislation*

- Brooks “city-base”
 - Legislation required for long-term lease and conveyance of land
 - Authority required from Secretary of Air Force
- NPS
 - Fort Ord closed by BRAC 1995 therefore land not as much of an issue
 - Initiatives being briefed up the chain for approval
- Legislation Required?
 - With on-going A-76, legislation may be required to convert certain services to city or municipalities (as NPS experienced)
 - Smaller scale initiatives may need approval up the chain



Community Partnering: *Recommendations*

- BIC or MROC revisit Municipal Services Partnership proposed legislation
 - Base support services at installations
 - Appropriate contracting authority requires amendment and repeal to National Defense Authorization Act for Fiscal Year 1995
- ECRRB and WCRRB representatives join NAID and attend annual conference
- Develop and maintain list of partnering efforts at all Marine Corps Installations
- Marine Corps Installations use community partnering as appropriate to find savings and release non-core functions



Best Practice Analysis

Procurement Innovation

- Common and Uncommon Contracting Innovations
- CEOss Contract Cycle Time Improvement
- GSA Innovation Opportunities
- NAVFAC reduced MILCON SIOH (6.0 > 5.7%)



Procurement Innovations: *Contracting*

Common Contracting Innovations

- Blanket purchase agreements
 - GSA Schedule
- E-Procurement
- Performance based specs
- Estimating guides
- Spend analysis
- Face to face contact
- Multiple award contracts (MAC)
 - Competition



Procurement Innovations: *Contracting*

Uncommon Contracting Innovations

- Domains
- Outcome based estimating
- Probabilistic analysis of competitive environment



Procurement Innovations: *Contracting*

CEOss Problem Studied:

To what extent can the successes of the MARSYSCOM Commercial Enterprise Omnibus service support (CEOss) program be replicated by Marine Corps Regional Contracting Offices (RCO's)



Procurement Innovations: *Contracting*

CEOss Context

- CEOss achieved major contracting improvements
 - Rapid cycle time: typically <20 days
 - Cost savings/avoidance: 30%
 - Active competition & contractor enthusiasm
 - Customer labor savings
 - All “e-business”
 - Performance based specifications



Procurement Innovations: *Contracting*

RCO Spend Analysis for Applicability of

Number of RCO's	Predominate RCO	FSC CODE	FSC DESCRIPTION	TOTAL ACTIONS	TOTAL DOLLARS	Existing DOMAIN	New? DOMAIN
3	Quantico	R799	Other Management Support Services	11	4,369,101	all	
3	Albany	R706	Logistic Suport Services	59	41,147,756	ALA	
3	Quantico & CAMPEN	R499	Other Professional Services	95	22,346,804	all	
3	Quantico & CAMPEN	R425	Engineering Technical Services	14	1,831,184	E&S, SE	
2	Albany	R421	Technical Assistance	11	2,728,819	all	
1	CAMPEN	R414	Systems Engineering Services	6	1,486,155	E&S	
2	Albany	R408	Program Management Support Services	29	6,089,192	all	
3	Quantico	B599	Other Special Studies & Analysis	35	8,318,152	B&A, SE	
1	Quantico	B547	Accounting/Fin. Management Services	3	699,064	B&A	
1	Quantico	B510	Environmental Studies	3	2,734,708	SE	ENV
2	CAMPEN	B503	Archeological/Paleo. Studies	6	992,125	SE	ENV
1	Quantico	B502	Air Quality Analysis	2	229,708	SE	ENV
1	Albany	AH92	RDTE/Other Env. Protect. Applied Research	34	18,742,581	SE	ENV
			Total	308	111,715,349		



Procurement Innovations: *Contracting*

CEOss Context

- Before CEOss
 - Customers paying external surcharge for results
 - Few contractors maintained local offices
 - Caused excess customer travel
 - Ad hoc estimating and complex scopes
- After CEOss
 - Better service with no surcharge
 - Many local contractor offices established
 - Estimating guides and lean scopes



Procurement Innovations: *Contracting*

CEOss BPA Draft Action/Recommendation

- Discourage creation of redundant CEOss
- Pilot- Quantico RCO use of existing CEOss (4th Qtr 04)
 - Camp Pendleton RCO to follow 1st Qtr FY05
 - Albany RCO to follow NLT 2nd Qtr FY05
- Establish proposed Small Business CEOss for use by MARSYSCOM and RCO's
- Follow up on pilot to determine if a separate CEOss is needed for RCO's



Procurement Innovations: *Contracting*

CEOs BPA Impact of Implementation

- First year cost savings/avoidance > **\$250,000**
- Potential savings/avoidance > **\$3 million/year**
- Improved cycle time and customer satisfaction



Procurement Innovations: *GSA*

Innovation Opportunities

- Deployment packages
- Joint/interagency overhead consolidation
- Reserve forces support
- Other GSA opportunities



Procurement Innovations: *GSA*

Deployment Packages

- Attends Navy pre-deployment conferences
 - Builds pallet of supplies for individual ships within squadron
 - Could build and sequence pallets for combat load
- Builds 80% solution for census offices
 - Large, medium, and small office outfitting
- Captures usage data and provides to customer



Procurement Innovations: GSA

Joint/Interagency overhead consolidation

- Traditional issues when pooling to reduce overhead
 - Initial stock transfer/obsolete stock
 - Appropriate budget base transfer
 - Appropriate billet transfer
 - Fair share of future budget reductions
- GSA chartered to provide this service
 - No billet/budget transfers
 - Customer purchases only what is needed
 - No future DoD/Agency service level reductions



Procurement Innovations: *GSA*

Reserve Forces Support

- Reserves have roughly two working days per month
 - Low usage rates and shelf life issues
 - End of life cycle equipment
- Need full equipment load at mobilization
 - Drain active stocks
- GSA can maintain caches
 - Do it now nationally for fire-fighters



Procurement Innovations: *GSA*

Other GSA Opportunities

- Produce Reports – they'll tailor reporting to meet your needs
- Electronic interfacing- they'll interface with you on their dollar
- Produce catalogs – saving bandwidth for deployed forces
- Shipping quality assurance – temperature/security
- Secure shipping – where OPSEC is an issue
- FIFO or LIFO – will adjust stock inventory for deployed forces
- Flexibility- have authority to waive rules in emergency



Best Practice Analysis

- Hiring Process
 - Research
 - HR Hiring Timelines



Hiring Process: *Research*

- DoN working group currently in place
 - Appears as though re-organization may occur
 - Development of HRD with consolidation of some efforts to eliminate redundancy
 - Servicing areas may change
 - http://www.donhr.navy.mil/HRSDSG_4thmtg_1.asp
- National Security Personnel System (NSPS)
 - Home page:
<http://www.cpms.osd.mil/nsps/index.html>
 - Link to briefs:
<http://www.donhr.navy.mil/NSPS/default.asp>



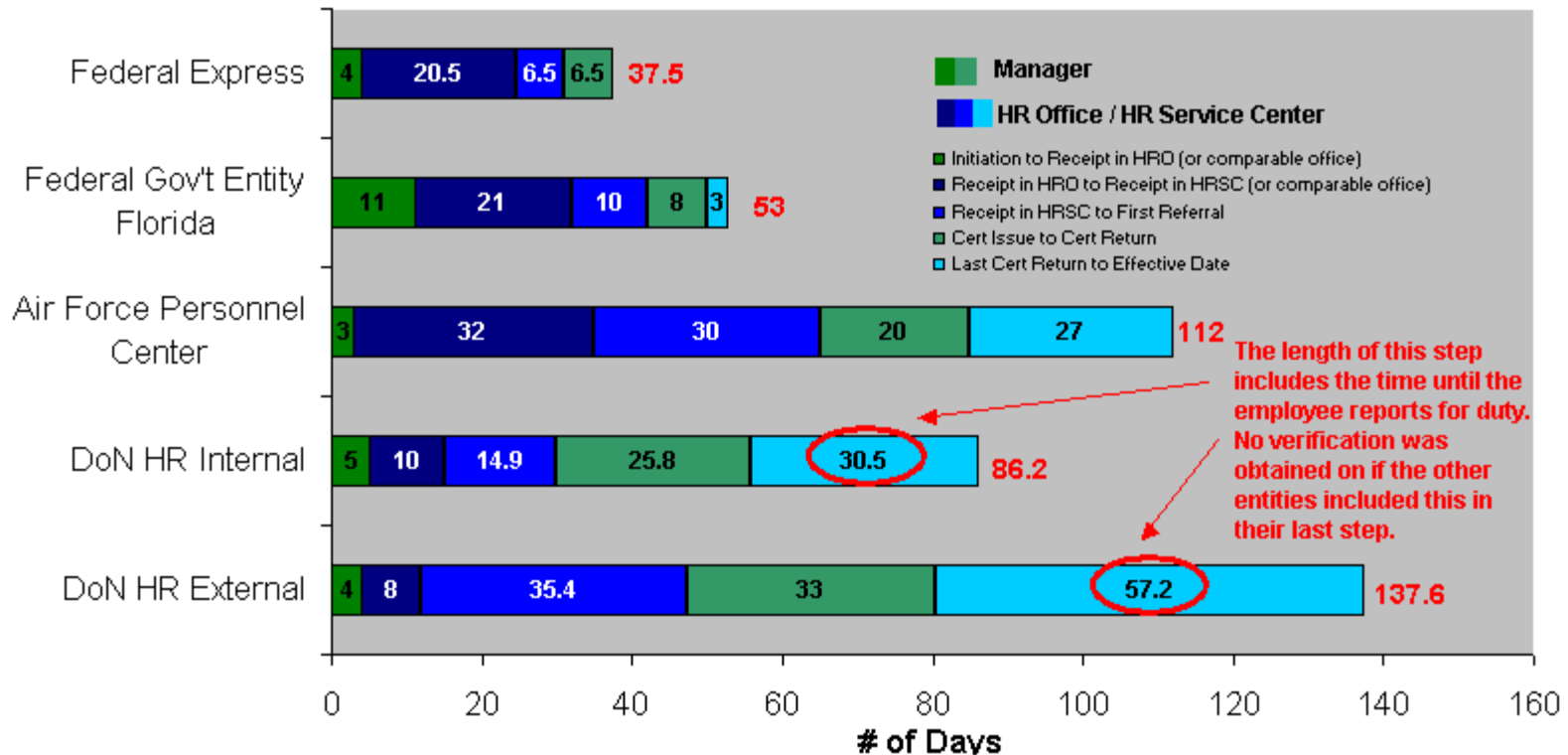
Hiring Process: *Research*

- Proposed Army Civilian Personnel Goals (as briefed in April 04)
 - Avg. total time to process recruit
 - **Green** 55 calendar days or less
 - **Amber** More than 55 and up to 65 calendar days
 - **Red** More than 65 calendar days
 - Avg. management time to process competitive selection recruit/fill actions
 - **Green** 14 calendar days or less
 - **Amber** More than 14 and up to 21 calendar days
 - **Red** More than 21 calendar days



Hiring Process: *HR Hiring Timelines*

HR Hiring Timelines



INFORMATION PUBLICLY AVAILABLE:

Federal Express - Federal Express HR Personnel

Federal Government Entity Florida - Accessed through The Benchmark Exchange on-line membership

AF Data - Internal and External non-competitive info taken from Randolph AFPC website:

<http://www.afpc.randolph.af.mil/dpoc/time/Timeliness013104/COMMAND%20TIMELINESS0104.ppt>

DoN Internal/External - DONHR website presentation:

http://www.donhr.navy.mil/documents/link_itmes/HR_Metrics.ppt



Best Practice Analysis

QUESTIONS
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Best Practice Analysis Contacts

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JENNIFER C. BROCK

Industrial Engineer Naval Facilities Engineering Command Southwest, Business Engineering Team MCBE Division Support

Ms. Brock works for the Business Engineering Team at Naval Facilities Engineering Command Southwest located in San Diego. This team supports Headquarters Marine Corps, I&L, LR (MCBE Division) in the areas of best practice analysis, analysis and assessment, performance measure development, strategic planning, and other business engineering requirements as they arise.

Prior projects for the Marine Corps have included researching out-year requirements for HQMC I&L, MCBE office and assisting with contractual development and determining level of consultant support needed. A civilian training best practice analysis was also completed last calendar year as well as a smaller civilian personnel study. Work for NFECSW has included business process development and review for the on-line Business Management System and participating in conducting a condition assessment validation visit and assisting with report development and presentation.

Ms. Brock has experience working for the United States Army Infantry Center, Directorate of Logistics at Fort Benning, Georgia. As an industrial engineer at Fort Benning, projects included process improvement for a distribution center, developing simulation models, reorganizing responsibilities to help decrease expenses, and assisting with information gathering for the Army quality award submittal.

Ms. Brock has a Bachelor in Industrial and Systems Engineering degree from Auburn University and is scheduled to graduate from San Diego State University with a Masters in Business Administration in December 2004. She is also an active member of the Institute of Industrial Engineers.



LEE E. SIMON

Senior Engineer Naval Facilities Engineering Command Southwest, Business Engineering Team MCBE Division Support

Dr. Lee E. Simon, PE is a senior engineer with the Business Engineering Team (BET) located at Naval Facilities Engineering Command Southwest, San Diego. The BET supports Headquarters Marine Corps Business Enterprise. I&L, LR (MCBE Division) with best practice analysis, performance measures development, strategic planning, and other business area expertise as required.

Lee was commissioned a Civil Engineer Corps officer, USN, in 1971. He served as Resident Officer In Charge of Construction and Public Works Officer, NRMCC Camp Lejeune. He commanded Naval Construction Battalion Unit 401 and founded the Lake Michigan Post of the Society of Military Engineers. In 1977, he served at Camp Pendleton as a active duty Medical Service Corps officer, USNR. As a drilling reserve, he commanded "A" Medical Company, USMCR, and a Naval Air Reserve unit. He also served in the 3rd Civil Affairs Group, USMCR, and other USMCR units. On 1 February 2003, he retired from the Naval Reserve with 32 years of commissioned service.

Lee supervised energy and environmental engineering at a large commercial shipyard. He was a key part of the New Product Development Task force of Jack-In-The-Box Corporation. His federal civil service includes environmental management as well as real estate program management. He led preparation of Baldrige type applications, a Civil Personnel Demonstration Project, and a Reinvention Laboratory application. In September 2002, he returned to civil service and the MCBE, after 3.5 years of active duty in the G-3 of I MEF where he provide expertise in Consequence Management and participated in numerous exercises.

Dr. Simon earned a Doctorate in Business Administration from United States International University, San Diego. His Bachelors in Civil Engineering, Master in Sanitary Engineering and initial doctoral work were all undertaken at the University of California, Berkeley. He also attended the JFK Special Warfare School and the Air Force Command and Staff College.



SUSAN L. STUFFLE

Senior Industrial Engineer Naval Facilities Engineering Command Southwest, Business Engineering Team MCBE Division Support

Ms. Susan Stuffle, PE, leads the Business Engineering Team at Naval Facilities Engineering Command Southwest, located in San Diego. This team supports Headquarters Mairne Corps, I&L, LR (MCBE Division) in the areas of best practice analysis, analysis and assessment, performance measures development, strategic planning, and other business engineering requirements as they arise.

Ms. Stuffle was a cum laude graduate in industrial engineering from the University of Arizona in 1990. She has worked for General Dynamics, Convair Division, and Hughes Aircraft, Missile Systems Group, in the areas of quality assurance and environmental engineering. Her civilian Navy career has included Public Works Management support in the areas of service contract technical development, regional acquisition strategies, technical training, strategic sourcing support, and policy development; Environmental Engineering support in the areas of remedial project management and environmental compliance; and Business Engineering support in the areas of performance management, analysis, and strategic planning.

Ms. Stuffle has completed coursework in Environmental Compliance with the University of California, San Diego, and is currently earning a Master of Business Administration degree through the University of Texas. She is a certified professional engineer with the state of California, and is a member of the Society of American Military Engineers (SAME) and a senior member of the Institute of Industrial Engineers.

